

21 September 1978

DDA Internal Personnel Management Activities

1. Project AIM (Abilities, Initiative, and Mobility)

Project AIM is the DDA Directorate-wide Upward Mobility Program. The name, AIM, was selected because its success depends on the abilities, initiative, and mobility of the participating employees. Since its inception (December 1976), nine DDA careerists have been placed in professional or semi-professional positions. The positions identified as AIM positions and the position AIM selectees formerly occupied are as follows:

<u>Former Positions</u>	<u>AIM Positions</u>
1. Receptionist, OS, GS-05	Payroll Technician, OF, GS-06
2. Clerk-typist, OC, GS-06	Payroll Technician, OF, GS-06
3. Secretary-Steno, O/DDA, GS-08	Employee Benefits Ass't, OP, GS-09
4. Loan Counselor, OP, GS-07	Information Science Training Ass't, GS-09
5. Microfilm Clerk, OF, GS-06	Computer Programmer, ODP, GS-07
6. Admin. Ass't., OL, GS-07	Insurance Claims Ass't, OP, GS-07
7. Telephone Operator, OC, GS-05	Security Badge Clerk, OS, GS-06
8. Supply Ass't, OL, GS-07	Security Duty Officer, OS, GS-07
9. Secretary, OL, GS-05	Supply Ass't. Supervisor, OL, GS-07

There are ten (10) positions currently identified as Project AIM positions. The establishment of these positions presents selected DDA careerists the opportunity to realize their full work potential and assist them through assignment and training to obtain career goals which are not readily obtainable.

Project AIM has proven to be a successful endeavor. It is felt that the success of the program is based, in part, on its selection process. The selection process for each position includes a review of the Official Personnel File, a personal interview, appropriate aptitude testing, and, for the highest ranked participants, an assessment center exercise. The final selection of AIM candidates is made by the Office Director responsible for the program position. This is the most sophisticated selection process for Upward Mobility candidates known to exist in Federal Government.

All employees who participate in the program are benefiting from the increased awareness they have gained in reference to their strengths and weaknesses. Many have, for the first time, discovered new directions and career goals and are pursuing these goals independently of Project AIM. Currently there are 129 employees on the AIM register.

## 2. Full Utilization of Skills and Training (FUST)

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One purpose of the DDA Full Utilization of Skills and Training (FUST) Program is to identify to management those employees GS-12 and below, including Wage Grades, (approximately [REDACTED] who feel they have specialized skills which are not now being fully utilized. Another purpose of the program is to include analyses of position requirements in terms of occupational skills, and comparison of the position skill requirements with information received from employee skills inventory. The use of this information along with career counseling, training, and upward mobility will aid management in solving future human resource problems in the DDA.

Coordination with the Office of Personnel in conjunction with phase two will be initiated in October 1978. Phase two will attempt to identify position requirements in terms of skills and training criteria required to successfully meet job demands.

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Between June 1977 and July 1978, approximately [REDACTED], employees from all DDA Offices and Staffs were personally briefed by the EEO staff on the objectives of the program and given instructions on how to complete the survey instrument, Form 3944, Employee Skills Inventory, DDA

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overseas personnel will be briefed upon their return to Headquarters. Of the approximately [redacted] forms returned, 750, representing four offices, have been analyzed to identify employees reporting specialized unused skills. To date, 49 employees have been identified to the four Office Directors as having specialized skills not now being used in their present positions. The analysis of the remaining skills inventory forms is scheduled for completion in October 1978.

### 3. Intra-Directorate Rotation

In 1976 it was decided that the Directorate of Administration would implement a senior rotation program to select highly qualified individuals for assignment to positions in Sub-groups other than their own. Personnel and positions from all Offices, except OMS, were designated and the Senior Personnel Resources Board matched officers with positions as reflected by the following listing.

<u>Employee Grade, Position, and Office</u>	<u>New Position and Office</u>
GS-15 Computer Systems Manager, ODP	to Chief/Engineering Support Div/OC
GS-15 Training Officer, OTR	to Plans and Review Staff/OP
GS-15 D/Ch Printing & Photography Div/OL	to Chief/'C' Div/ODP
GS-15 Communications Officer/Operations/OC	to D/Ch Technical Security Div/OS
GS-15 Ch/Polygraph Branch/OS	to Instructional Development Group/OTR
GS-14 Admin Officer/O-DDA	to Planning Staff/OF
GS-15 Finance Officer/OF	to Ch/Plans & Programs Staff/OL
GS-15 Ch/OTS, Personnel Branch	to Support Planning Officer, O-DDA

The Program was monitored throughout its period by the A/DDA and the DDA/CMO. With a few minor problems, the Program was found to be a great success not only for the individuals but for the Offices as well. The initial two-year rotation program is now coming to an end, however,

a second series of rotations has been delayed pending implementation of the DDCI sponsored inter-Directorate rotation program. As soon as the inter-Directorate program is underway, it is planned to once again rotate DDA senior officers within the Directorate.

#### 4. Briefing of Students

Both the DDA and A/DDA have made it a practice to talk to DDA officers chosen for both the Midcareer Course and the Senior Seminar prior to the beginning of the training. This has presented a chance to discuss expectations for the courses and to have a free exchange with these officers. A follow-up session has been held after completion to discuss the results and the value to the individuals in their future with the Agency. This has been found to be a most useful exercise in obtaining thoughts and ideas from the future leaders of the Directorate of Administration.

#### 5. Division Chief's Conference

Although it has been routine in the past for Office Directors to have meetings and for Offices to have conferences, it appeared there was a gap in horizontal communications at the Division Chief level. In 1976 a Division Chief's Conference consisting of about 50 people was held so that these line managers could meet together. This was quite successful and a second was held in 1977. The idea was to separate these persons from their daily routine and present specific problems for discussion. The results have been most valuable and some very fine recommendations made available to the DDA for consideration.

#### 6. Senior Executive Management Program (SEMP)

Senior line and staff officers never appeared to be available for a break from the daily routine in order to attend courses or conferences. The feeling among these officers was that their responsibilities were such that they should not voluntarily be turned over to subordinates to allow time for orientation or training. Managers as well as others fall behind in up-to-date techniques if not refreshed from time to time. The Directorate of Administration established a Senior Executive Management Program (SEMP), which requires certain officers designated by function, not grade, to attend approved training or briefing courses. SEMP has worked very well and since it is policy now, senior officers may attend without feelings of guilt.

7. OC Family Briefing Program

Recently, OC hired a part-time employee (a wife of a Commo employee and veteran of three O/S tours) to develop a comprehensive briefing program for families preparing for an overseas PCS move. It was felt that a total family approach was appropriate as many dependent children are mature enough to gain by the presentations. As many returning families as possible are interviewed to develop information to pass on to those going overseas. To date, the family information center briefings have been on a one-to-one basis in the Page building.

In addition there is a one-week Student and Wives Overseas Orientation Program (SWOOP) held at [REDACTED] 25X1A for new employee's and their wives about to embark on their first overseas tour. Quite recently, the family information program was expanded to include families returning PCS to Headquarters from overseas after several years absence from the Hqs. area. Such things as temporary housing, car rentals, day care centers, and even kennels, if pets are involved, are covered. The thrust of the new program is to provide specific, personalized information in a roundtable, relaxed atmosphere. This has had great acceptance by OC personnel and might be something to be considered for all personnel; however, it would have to be personalized as is the OC program.

8. Conferences

Each office is urged to have annual conferences. These normally are held away from Headquarters and involve a period when subjects of interest to all may be discussed openly. When possible both the DDA and A/DDA attend. The DDA and A/DDA have also developed a series of overseas conferences in order to keep in touch with the support officers throughout the world. Normally there are three per year, EUR (including the AF and NE areas), LA and EA. These have been most valuable for both Headquarters and the field in exchanging ideas and solving problems on the spot.

9. OC Management Improvement Program

OC developed and will conduct in October 1978 a mid-manager seminar to improve OC management at all levels. The seminar includes, but is not limited to, discussion of current OC policies, career counseling, EEO programs,

personnel, performance appraisal, programming and budgeting, and management techniques and philosophy. They are establishing a formal training program for those employees assigned as CMOs. Communication officer designees will be trained in BYCELS procedures, career counseling and general career management procedures.